

1) Trust Governance and Leadership

Item	Trustees	CEO	LGBs	HT/Principal	Stakeholders
a) <i>Implement the mission, values and corporate identity of the Trust and monitor, evaluate and review annually.</i>	A Commission and receive reports, evaluate success and review focus	R Write reports, produce analysis and propose any re-focus needed	C Contribute to consultation offering local perspective	C Review impact of Trust's actions for pupils and learners	I Advised of any changes
b) <i>Produce a Strategic Development Plan for each 3-year period, reviewing success and priorities for development annually</i>	A Approve SDP, evaluate progress and identify strategic direction	R Produce SDP, monitor and report termly progress	C Support monitoring of progress offering local impact assessment	C Coordinate LGB response and SLT actions	I Shared vision and priorities for development
c) <i>Produce an Operational Development Plan for each 3-year period, reviewing success and priorities for development annually</i>	A Approve ODP, evaluate progress and identify strategic direction	R Produce ODP, monitor and report termly progress	C Support monitoring of progress offering local impact assessment	C Coordinate LGB response and SLT actions	I Shared vision and priorities for development
d) <i>Drawing from the SDP and ODP establish and review the Trust's Key Performance Indicators (KPIs) annually,</i>	A Set and evaluate the Trust's KPIs annually	R Monitor, analyse and report the Trust's KPIs each term	C Support monitoring of KPIs offering local impact assessment	C Coordinate LGB response and SLT actions	I Shared information regarding Trust's KPIs
e) <i>Comply with all obligations in the Academies Financial Handbook (2020).</i>	A Review annually and disseminate any changes	R Monitor Trust-wide compliance	A Review annually and promote awareness	R Monitor organisational compliance	I Information on limitations
f) <i>Comply with all the regulations affecting the Trust, including charity law and employment law.</i>	A Review annually and disseminate any changes	R Monitor Trust-wide compliance	A Review annually and promote awareness	R Monitor organisational compliance	I Information on limitations
g) <i>Comply with the register of business interests and have a procedure to record and deal</i>	A Review and record annually for	R Report and deliver any	A Review and record annually	R Report and deliver any	I Access to minutes for

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<i>with conflicts of interest and related party transactions.</i>	Trustees, Governors and executive officers	agreed actions	for academy Governors and SLT	agreed actions	transparency
<i>h) Publish a Trustee Annual Report</i>	A Publish a Trustee Annual Report	R Draft and submit for publication	I Note information	I Note information	I Note information
<i>i) Compile and review the Trust Risk Register.</i>	A Review and approve mitigation	R Monitor, evaluate and update	C Approve mitigating actions	C Review organisation risks and report	I Awareness of risks via annual report
<i>j) Establish a process for appointment of Trustees, based on skills-audit and appointment by Members (see Item 3.3 above)</i>	A Evaluate strengths of the Trustee Board, nominate to Members	R Organise skills audit and recruitment process	I Informed and CoGs consulted regarding nominations	I Informed and invited to meet	I Informed
<i>k) Establish a process for appointment of Governors, based on skills-audit.</i>	A Approval of LGB composition and effectiveness	R Lead annual audit process for LGB	R Lead recruitment, development and training for LGB	C Support LGB skills audit and facilitate training	I Informed of LGB membership and roles
<i>l) Appoint and review the work of a clerk to the Trustee Board and LGBs.</i>	A Appoint and review effectiveness	R Identify and recruit an effective clerk	C Contribute to review of effectiveness	C Contribute to review of effectiveness	I Essential updates advised of change
<i>m) Prepare and review Terms of Reference (ToR) for Trustees, LGBs and other Committees.</i>	A Approve and review ToRs for Trustees and LGBs	R Write, monitor and report on effectiveness	C Review effectiveness of ToRs	C Report any concerns re effectiveness	I Access as appropriate
<i>n) Establish and review an annual training programme for Trustees and Governors.</i>	A Approve and review need and effectiveness	R Liaise with providers and evaluate provision	C Report effectiveness and raise needs	C Report effectiveness and raise needs	I Access as appropriate
<i>o) Establish and review Trust-wide policies, including safeguarding, health and safety, admissions and</i>	A Approve and review	R Write, monitor and evaluate Trust-wide	C Review at organisation level	C Monitor and report on organisation	I Policy and practice alerts on change

<i>Item</i>	<i>Trustees</i>	<i>CEO</i>	<i>LGBs</i>	<i>HT/Principal</i>	<i>Stakeholders</i>
<i>charging.</i>	<i>concerns</i>				
p) <i>Publish all required details on governance arrangements on all of the Trust's organisations' websites.</i>	A Monitor and review	R Ensure compliance	C Contribute to process	R Ensure organisation's website is compliant	I Note information on website

2) Organisation Governance and Leadership

Item	Trustees	CEO	LGBs	HT/Principal	Stakeholders
a) <i>Develop the individual organisation character and focus within the corporate identity, mission & values and any growth.</i>	C Consider any refocus within wider context	C Review with HT/Principal	A Approve organisation's emphasis	R Review and report to CEO and CoGs	C Engaged in regular consultation of changes and vision
b) <i>Establish and review the strategic objectives for the School Development Plan and Quality Improvement Plan within the context of the Trust's SDP.</i>	I Receive CEO reports summarising HT and Principal reports	C Support the development of the School Dev. Plan and the Quality Imp. Plan	A Approve School Dev. Plan and Quality Imp. Plan and receive monitoring reports	R Produce, monitor and review School Dev. Plan and Quality Imp. Plan	C Share strategic vision and development progress
c) <i>Review performance against the organisation's strategic priorities identified in School Dev. Plan and Quality Imp. Plan</i>	I Receive summary information	C Support HT and Principal in self-evaluation process	A Monitor and evaluate performance holding leaders to account	R Evaluate, analyse and report	I Receive summary information
d) <i>Establish and review school-specific policies and systems</i>	C Consider changes	C Involved by HT in significant change	A Approval	R Review and report changes	C Involvement as appropriate
e) <i>Setting term dates two years in advance.</i>	A Approval	R Recommend to Board	C Proposal review	C Propose and consultation	C Respond to consultation
f) <i>Review of school/college day and opening hours.</i>	A Approve change	C Support HT/Principal and LGB in consultation	R Run consultation with parents and propose change	R Propose rationale	C Consulted
g) <i>Complete an annual self-review for the Trustee Board</i>	I Receive self-review from LGB	I Support process	A Complete self-review	C Participate in review	C Participate in review

3) Quality of Education

Item	Trustees	CEO	LGBs	HT/Principal	Stakeholders
a) <i>Rigorously monitor the quality of education ensuring high quality is secured for all pupils, students and learners.</i>	I Scrutinise CEO reports	C Advise on processes for evaluation and development of practice	A Scrutinise HT/Principal reports	R Monitor, evaluate, analyse and report on QofE	C Participate in evaluations
b) <i>Review the effectiveness of the curriculum, ensuring it is fit for purpose with clear intent, implementation and impact.</i>	I Scrutinise CEO reports	C Advise on processes for evaluation and development of the curriculum	A Review and approve curriculum offer	R Evaluate effectiveness of curriculum and lead curriculum development	C Participate in consultations
c) <i>Review the pupils', students' and learners' experience, outcomes and destinations</i>	I Scrutinise CEO reports	C Advise on processes for evaluation and improvement	A Scrutinise HT/Principal reports	R Evaluate effectiveness of impact	C Contribute to evaluation
d) <i>Ensure regulations relating to SEND and LAC are in place and reviewed regularly</i>	I Informed of changes as necessary	C Receive reports from HT/Principal	A Review and approve	R Monitor, evaluate, act and report	I Updated with information as necessary
e) <i>Review practice for all additional funding, including Pupil Premium Strategy and Catch-Up funding</i>	I Informed of changes as necessary	C Receive reports from HT/Principal	A Review and approve	R Monitor, evaluate, act and report	I Updated with information as necessary
f) <i>Ensure processes for exclusions are in place and fit for purpose</i>	I Informed as necessary	A Approve each exclusion	A Approve each exclusion	R Write report outlining issues	I Updated with information as necessary
g) <i>Ofsted inspections management.</i>	A Overall responsibility	R Directly involved in all inspections	R ToR, direct responsibility	R Nominee or lead professional	C Involved in process

4) Safeguarding

Item	Trustees		CEO		LGBs		HT/Principal		Stakeholder	
a) <i>Appointment of a lead Trustee for Safeguarding, who takes an active, strategic lead on all related matters.</i>	A	Appoint and support	R	Lead process of appointment	C	Consulted re Trustee	C	Consulted	I	Informed of outcome
b) <i>Appointment of a lead Governor for Safeguarding to LGBs, who takes an active, lead on all related matters.</i>	I	Notified and support	C	Support process of appointment	A	Appoint and support	R	Lead process of appointment	I	Informed of outcome
c) <i>Maintenance of the Single Central Record in each individual organisation.</i>	I	Updated as needed	C	Supervise process and quality assure	A	Ensure compliance	R	Review, monitor and evaluate	I	Procedural reminders
d) <i>Compliance with all statutory guidance.</i>	A	Approve policy and practice	R	Respond to changes, review	R	Review organisation's practice	R	Review, monitor and evaluate	I	Maintain awareness
e) <i>Compliance with Trust-wide policy in individual organisations.</i>	I	Updated as needed	C	Consulted on major change	A	Review and approve	R	Review, monitor and evaluate	R	Maintain awareness
f) <i>Appointment and relevant training of a Designated Safeguarding Lead to each organisation.</i>	I	Updated on change	I	Informed of DSL	A	Approve appointment	R	Delegate role, monitor and evaluate	I	Maintain awareness
g) <i>Compliance with Safer Recruitment guidance and legislation.</i>	A	Approve policy and practice	R	Respond to changes, review	R	Review organisation's practice	R	Review, monitor and evaluate	I	Maintain awareness

5) Health and Safety

<i>Item</i>	<i>Trustees</i>	<i>CEO</i>	<i>LGBs</i>	<i>HT/Principal</i>	<i>Stakeholders</i>
a) <i>Establish and review a statement of intent and Trust-wide Health and Safety policy.</i>	A Review and approve	R Monitor, evaluate and report	C Consulted	C Consulted	I Informed
b) <i>Establish individual organisation, site-specific policies, systems and practices.</i>	I Reports received	C Consulted on major issues/change	A Review and approve	R Monitor, evaluate and report	I Best practice reminders, training
c) <i>Monitoring of policy and practice, ensuring compliance to national standards and statutory guidance.</i>	A Review and approve	R Overview of compliance, appoint Trust-wide H+S provider	R Review policy and procedures	R Monitor, evaluate, work with H+S provider	C Association reps involved in H+S matters

6) People

<i>Item</i>	<i>Trustees</i>	<i>CEO</i>	<i>LGBs</i>	<i>HT/Principal</i>	<i>Stakeholders</i>
a) <i>Establishing and reviewing Trust-wide Human Resources policies, including discipline, complaints and grievance.</i>	A Review and approve	R Design, monitor, evaluate and report	C Consulted on change	C Work with CEO to review annually	C JCNC/staff consultations
b) <i>Establishing and Reviewing Pay, Performance Management and Appraisal policies and processes.</i>	A Review and approve Lead for CEO	R Design, monitor, evaluate and report	R Approve appraisal process and recommend salary levels for all staff except CEO	R Lead appraisal process for all staff	C Consulted
c) <i>Determine the salary ranges for CEO, HT/Principal and DHT/VP</i>	A Lead for CEO	R Design, monitor, evaluate and report	C Consulted for HT/Principal and DHT/VP	C Consulted for DHT/VP	I Informed as necessary
d) <i>Determining, allocating and reviewing effectiveness of the Business Support and Finance Teams.</i>	A Review and approve	R Monitor, evaluate, report, recommend	C Feedback invited	C Feedback invited	C Wider consultation as appropriate
e) <i>Setting terms and conditions of employment of staff.</i>	A Approve	R Review in consultation	C Consulted	C Review with CEO	C JCNC
f) <i>Appointment and dismissal of the CEO.</i>	A Approve process and final decision R	I Informed	I Informed and maybe involved in process	I Informed and maybe involved in process	I Informed of outcome
g) <i>Appointment and dismissal the, HT/Principal and DHT/VP.</i>	A Approve final decision. Provide at least 25% of	R Lead process	R Provide at least 50% of appointment panel for	C Involved in the process	I Informed of outcome

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	appointment panel		organisation		
<i>h) Appointment and dismissal the CFO and Business Manager.</i>	A Approve process and final decision	R Lead process	C Involved in the process	C Involved in the process	I Informed of outcome
<i>i) Trust-based appointments and dismissals to central services e.g. IT, Engagement.</i>	A Approve process and final decision	R Lead process	I Informed of outcome	I Informed of outcome	I Informed of outcome
<i>j) Staff appointments and dismissals including AHTs and Middle Leaders, but not HT/Principal and DHT/VP.</i>	I Informed as appropriate	C Consulted as appropriate	A Approve process and final decision	R Lead process	I Informed of outcome
<i>k) Applying pay awards to reflect national agreements, scales and grades.</i>	A Approve	R Propose and review in consultation	C Consulted	C Review with CEO	C JCNC
<i>l) Pay Review management, including performance related pay and incremental rises for academy staff.</i>	I Approve CEO, HT/Principal, DHT/VP and Trust-wide staff	R Lead process and recommend for Trust-wide staff	A Review and approve for organisation staff except as shown	R Lead process, recommend for organisation staff except as shown	I Informed of outcomes
<i>m) Stakeholder engagement: regular pupil/student/learner, staff, parent voice opportunities and consultations.</i>	C Consulted on process	C Consulted on process	A Approve process and review	R Lead process, evaluate and report	C Participation in consultation

7) Operations

Item	Trustees	CEO	LGBs	HT/Principal	Stakeholders
a) <i>Land acquisition and disposal.</i>	A Scrutinise and approve	R Evaluate and recommend	C Consulted	C Consulted	C Consulted
b) <i>Asset register and management, including change of use of assets.</i>	A Scrutinise and approve	R Monitor, evaluate need, recommend	C Consulted	R Ensure kept up to date, evaluate need	C Consulted
c) <i>IT Strategy, including changes to statutory guidance and data protection law (GDPR).</i>	A Scrutinise and approve	R Monitor, evaluate, report and recommend	C Consulted on developments	C Consulted on developments	C Consulted on developments
d) <i>Premises management strategy.</i>	C Consulted as appropriate	R Lead acquisition and maintenance	A Review and approve	R Identify need, monitor, evaluate	I Information as needed
e) <i>Arranging insurance for the Trust and all organisations.</i>	A Scrutinise and approve	R Evaluate and recommend	I Informed	I Informed	I Informed
f) <i>Overseeing public relation activities to the wider community.</i>	A Review and approve	R Monitor, evaluate and report	C Involved in discussion	R Regular contact and reports	C Involved in discussion
g) <i>Information management, including data breaches, freedom of information (FOI) and subject access requests (SAR) logs.</i>	A Review and approve	R Monitor, evaluate, respond and report	C Involved as required	R Monitor, evaluate, respond	I Procedural reminders
h) <i>Trust and organisation marketing, prospectus and website maintenance and upgrades.</i>	A Review and approve	R Monitor, evaluate and report	C Involved at academy level	R Regular updates	I Shared information

8) Finance

<i>Item</i>	<i>Trustees</i>	<i>CEO</i>	<i>LGBs</i>	<i>HT/Principal</i>	<i>Stakeholders</i>
a) <i>Scheme of Financial Delegation and financial policies to ensure compliance with the Trust's reporting requirements.</i>	A Approve and review	R Writes SoD and SoFD Accounting Officer and line manage CFO	I Contribute to consultation	I Contribute to consultation	I Comply with procedures
b) <i>Financial Oversight: maintain appropriate financial controls to ensure regularity, probity and value for money in relation to the management of public funds.</i>	A Receive and scrutinise reports	R Monitor, evaluate and report	I Updates received from HT/Principal via CEO and CFO	R Monitor, evaluate and report organisation finances	I Comply with procedures
c) <i>Financial Oversight: Finance sub-committee</i>	A Appoint and support	R Convene sub-committee	I Updates received from HT/Principal via CEO and CFO	R Monitor, evaluate and report organisation finances	I Comply with procedures
d) <i>Approval of annual accounts.</i>	A Scrutinise and approve	R Work with auditors, evaluate and report	I Management Accounts	I Monitor expenditure, review Value for Money	I Statutory accounts available
e) <i>Members are responsible for the appointment of external auditors. Trustees and CEO must supervise this</i>	A Review and approve	R Manage the process and report	I Recommended actions received	I Recommended actions implemented	I Recommended actions implemented
f) <i>Agree audit focus and appointment of internal auditors according to the Trust's risk register.</i>	A Review and approve	R Manage the process and report	I Recommended actions received	I Recommended actions implemented	I Recommended actions implemented
g) <i>Authorise, establish and maintain a bank account and approve bank mandates in the name of the Trust.</i>	A Review and approve	R Maintain, manage and make suitable	I Informed	I Informed	I Information available as required

Item	Trustees	CEO	LGBs	HT/Principal	Stakeholders	
	recommends					
<i>h) Agree a Funding Model for the Trust identifying those staff who are paid centrally and contributions made by each organisation.</i>	A Review and approve	R Design and evaluate	C Respond to consultation	C Respond to consultation	I Information available as required	
<i>i) Formulating and setting the Trust's and individual organisation's budgets.</i>	A Review and approve budgets	R Evaluate and plan with CFO and HT/Principal present to Finance Comm.	C Work with HT/Principal to draft budget	C Work with CEO/CFO to propose budget	I Budget allocation management for cost centres	
<i>j) Management of individual organisation budgets, ensuring appropriate expenditure and delivery within budget.</i>	A Scrutinise expenditure and ensure in-line with budget	R Monitor in year budget management	I Informed	R Monitor, evaluate and report on income and expenditure	I Information as needed	
<i>k) Financial KPI setting and reporting.</i>	A Review and approve	R Monitor, evaluate and report	I Informed	I Informed	I Informed	
<i>l) Agreeing the Trust's investment policy in line with the SoD.</i>	A Review and approve	R Monitor, evaluate, report and recommend	I Informed	I Informed	I Informed	
<i>m) Setting Trust-wide procurement policy in accordance with the Funding Agreement and Academies Financial Handbook.</i>	A Review and approve	R Ensure compliance, report	I Informed	I Informed	I Informed	
<i>n) Entering into contracts in line with the Financial SoD.</i>	A Review and approve	R Monitor, evaluate, report and recommend	I May be involved in any consultation	I May be involved in any consultation	I Informed of decisions	